Economic and Social Council
Official Records, 2017
Supplement No. 24

E/2017/44-E/C.16/2017/8

Committee of Experts on Public Administration

Report on the sixteenth session (24-28 April 2017)

United Nations • New York, 2017

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Note

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ISSN XXX-XXX

Summary

The present report contains the main findings and recommendations of the Committee of Experts on Public Administration at its sixteenth session. The Committee addressed the issue of ensuring effective implementation of the Sustainable Development Goals through leadership, action and means.

A key message of the session was that government and public institutions have the leading role to implement the Sustainable Development Goals and pursue policies to leave no one behind. The Committee stressed that leadership is critical to making progress. The highest level of government should continuously promote implementation of the Goals. Leadership should also be encouraged at all levels of government and among public servants. Leaders should build commitment to the implementation of the Goals within society. There is a need to implement new approaches to fighting corruption and to ensure a merit-based civil service. This, along with demonstrating the impact of public policy on progress relating to the Goals, is necessary to rebuild people's trust in government.

The Committee underscored that local governments have a critical role in reaching the Goals and achieving equity. It would be helpful to move away from top-down relationships and, instead, central and local governments should work as partners. Decentralization may be necessary to accelerate progress on some of the targets relating to the Goals, but the resources and capacities of local governments need to be commensurate with their responsibilities.

Another message of the Committee's was that poverty eradication policies should be based on a solid consensus across all income groups. Policies should be developed in close consultation with all stakeholders, including the poorest and most vulnerable. Poverty eradication should be established as an overarching objective of all parts of government and pursued through a whole-of-government approach. Integrated approaches are key to implementing multidimensional poverty eradication strategies and social protection floors.

The Committee also underscored that it is necessary to launch efforts to rally public servants around the Goals and instil a sense of commitment in them with new ways of working based on participation and engagement, new skills, and, in some instances, a greater sense of professionalism and ethics.

Beyond that, the Committee noted that the Goals may call for specific governance improvements in a variety of contexts. It accordingly started to define a set of voluntary principles and practices of effective governance for sustainable development grounded in the 2030 Agenda for Sustainable Development and other United Nations agreements.

Taking the observations above into account, the Committee prepared a contribution to the 2017 high-level political forum on sustainable development on the subject of challenges for institutions in eradicating poverty and promoting prosperity in a changing world. In its contribution, the Committee emphasized, inter alia, that a transformative approach to policymaking and the modus operandi of public institutions was needed in order to leave no one behind and realize the principles of effectiveness, accountability and inclusion. The Committee also adopted a draft resolution and a draft decision for consideration by the Economic and Social Council.

[12 May 2017]

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Chapter I

Matters calling for action by the Economic and Social Council or brought to its attention

A. Draft resolution recommended for adoption by the Economic and Social Council

1. The Committee of Experts on Public Administration recommends that the Economic and Social Council review and adopt the following draft resolution:

Report of the Committee of Experts on Public Administration on its sixteenth session

The Economic and Social Council,

Recalling its resolutions 2015/28 of 22 July 2015, 2016/26 of 27 July 2017 and other related resolutions on public administration and development, in which it affirmed that service to citizens should be at the centre of transforming public administration and that the foundations of sustainable development at all levels include transparent, participatory and accountable governance and a professional, ethical, responsive and information and communications technology-enabled public administration,

Reaffirming General Assembly resolution 70/1 of 25 September 2015, entitled "Transforming our world: the 2030 Agenda for Sustainable Development",

Reaffirming also General Assembly resolution 69/313 of 27 July 2015 on the Addis Ababa Action Agenda of the Third International Conference on Financing for Development,

Reaffirming further the outcome document, entitled "New Urban Agenda", adopted by the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), held in Quito from 17 to 20 October 2016,[1]

Recalling General Assembly resolution 69/327 of 14 September 2015, in which the Assembly reaffirmed the importance of freedom, human rights, national sovereignty, good governance, the rule of law, peace and security, combating corruption at all levels and in all its forms, and effective, accountable and inclusive democratic institutions at the subnational, national and international levels as central to enabling inclusive and accountable public services for sustainable development,

Noting the importance of integrating climate change measures into national policies, strategies and planning,

Referring to the United Nations Convention against Corruption,[2] which entered into force on 14 December 2005,

Recalling General Assembly resolution 71/212 of 21 December 2016, in which the Assembly recognized the need to harness the potential of information and

[1] General Assembly resolution 71/256, annex.

[2] United Nations, *Treaty Series*, vol. 2349, No. 42146.

communications technologies as critical enablers of sustainable development and to overcome the digital divide, and stressing that capacity-building for the productive use of such technologies should be given due consideration in the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development,

Recalling also General Assembly resolution 69/228 of 19 December 2014 on promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions, in which the Assembly emphasized that efficient, accountable and transparent public administration has a key role to play in the implementation of the internationally agreed development goals,

Recognizing the role of the Committee of Experts on Public Administration in providing policy advice and programmatic guidance to the Economic and Social Council on issues related to governance and public administration, and the relevance of the work of the Committee to the implementation of and follow-up to the 2030 Agenda for Sustainable Development,

1. *Takes note* of the report of the Committee of Experts on Public Administration on its sixteenth session,[3] and expresses its appreciation for the work done by the Committee on ensuring effective implementation of the Sustainable Development Goals through leadership, action and means, including on implications for public institutions of strategies for integrated action to achieve poverty eradication in accordance with the 2017 themes of the Economic and Social Council and the high-level political forum;

2. *Invites* the Committee to continue to place the 2030 Agenda for Sustainable Development[4] at the centre of its work and to continue to advise the Council on how public administrations can support the implementation and progress reviews of the Sustainable Development Goals;

3. *Welcomes* the contribution of the Committee to the high-level political forum on sustainable development, and reaffirms that the principle of leaving no one behind should be a core principle of public administration;

Transforming institutions for the Sustainable Development Goals

4. *Stresses* that Governments have the central role in the implementation of the Sustainable Development Goals and in eradicating poverty and promoting prosperity in a changing world;

5. *Underscores* that realizing the Sustainable Development Goals requires addressing the deep inequalities that exist in many countries, which may require the State to play a greater role in the effective redistribution and social protection programmes, including through more progressive and effective taxation systems and administration;

6. *Notes* that effective institutions are essential for the achievement of all the Sustainable Development Goals and targets;

7. *Welcomes* the fact that many countries are in the process of identifying and updating policies, strategies, institutions and arrangements for spearheading and coordinating the implementation and progress review of the Sustainable Development Goals, also welcomes the ongoing exchange of lessons learned on this topic at the high-level political forum;

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[3] *Official Records of the Economic and Social Council, 2017, Supplement No. 24* (E/2017/44).

[4] General Assembly resolution 70/1.

8. *Underscores* that there is no single blueprint for implementing the Sustainable Development Goals and that identifying the most effective policies in a given context requires the participation and engagement of all stakeholders, inter alia local authorities, civil society and the private sector, on various policy options;

9. *Invites* Member States, therefore, to ensure that policies to implement the Sustainable Development Goals are developed in a participatory, inclusive and collaborative fashion, noting that it is important to institutionalize participation and engagement to ensure that various parts of civil society have an opportunity to make their voices heard;

10. *Recognizes* that implementing the Sustainable Development Goals does not necessarily require the creation of new institutions and that existing institutions, such as planning ministries, have a critical role to play, working together towards the Goals;

11. *Reiterates* the importance of the sectoral ministries in developing and implementing policies in their respective areas, taking into account the interrelationships inherent in the Goals, and underscores that it may be useful to invite such ministries to identify the Goals and targets they will address most specifically and adjust or develop related implementation plans or strategies in cooperation with all relevant stakeholders;

12. *Notes with appreciation* that some countries have informed and engaged their parliaments in relation to the Goals and encourages all Governments to consider undertaking similar efforts, while some parliaments have taken a proactive role in their implementation;

13. *Invites* Governments, international, regional and other organizations and the research community to develop practical tools to help policy makers in developing integrated plans and policies for implementing the Sustainable Development Goals based on interrelations among the targets;

14. *Notes* that realizing the Sustainable Development Goals is closely related to the delivery of public services and that there are important political and societal discussions on the scope, nature and financing of those services in many countries and accordingly, invites the President of the Council to convene a dedicated meeting on delivering public services for the Goals with a view to sharing ideas and discuss challenges, approaches, policies and lessons learned, inter alia with regard to promoting effective redistribution and social protection programmes, including through more progressive and effective taxation systems and administration;

15. *Recognizes* that the policies for implementing the Sustainable Development Goals should be based on evidence and data and focused on achieving results;

16. *Also recognizes* the transformative power of information and communications technology while noting that many forms of the digital divide remain;

17. *Welcomes* that Governments are increasingly using information and communications technology to deliver public services and other functions and engage people in decision-making as documented in the 2016 United Nations E-Government Survey and encourages further efforts in this regard;

18. *Welcomes* the symposium organized by the Government of the Bahamas and the United Nations Department of Economic and Social Affairs entitled "Implementing the 2030 Agenda for Sustainable Development and the SIDS Accelerated Modalities of Action (SAMOA) Pathway in small island developing states: Equipping public institutions and mobilizing partnerships", held from 21 to 23 February 2017, and

invites the United Nations and other organizations to organize similar meetings for sharing experiences and building capacities within existing resources;

Promoting public sector leadership

19. *Stresses* that leadership at all levels of government and public administration is critical for implementing the Sustainable Development Goals;

20. *Welcomes* that, in some countries, the highest level of government has engaged or remains engaged in the implementation of the Goals;

21. *Underscores* that implementing the Goals requires the actions of not only Governments but also multiple actors of civil society and the private sector and the launching of effective partnerships;

22. *Stresses* that awareness and ownership of the Goals by institutions at all levels and by society at large are essential to promote their implementation, and invites Governments to undertake concerted efforts to raise awareness and increase ownership of the Sustainable Development Goals within national, regional and local authorities, civil society, the private sector and society at large;

23. *Also invites* Governments to launch initiatives to build the awareness and commitment of civil servants at all levels to the vision of the 2030 Agenda and encourages them to take leadership roles, innovate and break away from business as usual inter alia to address the integrated nature of the Sustainable Development Goals; also invites Governments to build the capacities and skills of civil servants in areas such as integrated and coherent policymaking, planning, implementation, foresight, consultation, evidence-based reviews of progress and the collection and use of statistics and data;

24. *Encourages* Governments to redouble efforts to ensure respect for the rule of law by institutions at all levels and ensure a merit-based civil service, which helps to promote public ethics and ensures effective and fair human resources management;

Implications of poverty eradication for public institutions

25. *Stresses* that eradicating poverty requires a whole-of-government approach whereby the highest level of government and every ministry and institution at the local or national level is committed to realizing that goal;

26. *Underscores* that the experience of some countries has shown that eradicating poverty requires multidimensional and targeted poverty eradication strategies entailing actions related to promoting inclusive economic growth; employment and decent work; social protection and equity; education and skills; health; food and nutrition; housing; infrastructure; energy; water and sanitation; the environment and climate change; the building of effective inclusive and accountable institutions, and other areas of the 2030 Agenda;

27. *Underlines* that rule of law, peace and security, an independent judiciary and the proper administration of justice are critical conditions for improving the lives of the poorest and most vulnerable;

28. *Stresses* that poverty eradication strategies need to address rural and urban poverty and that a national plan for regional development may help to address the frequent disparities in the levels of poverty across territorial units within countries;

29. *Underscores* that continued weaknesses in governance, including corruption and the excessive influence of influential groups in society, hinder the

effectiveness of poverty eradication strategies and the adequate allocation of resources, and invites countries to redouble efforts in addressing those issues;

30. *Reiterates* that, in designing poverty eradication strategies, Governments need to engage civil society and all segments of society, including the poorest and most vulnerable people, while building broad support and a solid consensus involving also the middle class and minorities;

31. *Notes* that, for reaching the poorest and most vulnerable, Governments often need to work with civil society and the private sector, and encourages Governments to continue to leverage such partnerships while safeguarding the quality and affordability of services for the poorest and most vulnerable;

Supporting and equipping local authorities

32. *Underscores* that subnational governments and, in particular, local governments have a critical role in implementing the Sustainable Development Goals and eradicating poverty, given their proximity to the population and, at the grassroots level, their role in delivering basic public services and their ability to take integrated approaches, bearing in mind that Goal 11 is to make cities and human settlements inclusive, safe, resilient and sustainable;

33. *Notes* that, to best respond to the situation, expectations and needs of people, it can be useful to transfer implementation roles and public functions related to specific Goals from the central Government to local governments and other local agencies or institutions;

34. *Emphasizes* that, regardless of the model or the extent of decentralization in a country, both the central and local governments have a responsibility for realizing the Goals, and that it is critical that they work together in a spirit of collaboration and partnership;

35. *Affirms* that the resources and capacities of local governments should be commensurate with their responsibilities and therefore notes that responsibility for the implementation of specific Goals and targets should be transferred to the local level only if accompanied by an adequate level of financial resources and capacity development;

36. *Notes* that resources transferred from the central Government are thus often critical to support social and other programmes towards the Sustainable Development Goals, and invites countries, international organizations and other actors to support local governments and build their capacities to mobilize resources in a coordinated way;

37. *Stresses* the need to build the skills and capacities of elected officials and civil servants at the local level so that they are equipped to support the implementation of the Goals;

Reviewing progress

38. *Reaffirms* that Governments are accountable to their people for the implementation of the Sustainable Development Goals;

39. *Welcomes* the commitment of supreme audit institutions to contribute to reviewing the implementation of the Sustainable Development Goals at the national level as expressed in the strategic plan of the International Organization of Supreme Audit Institutions for the period 2017 to 2022, and invites Governments to consider availing themselves of that support;

40. *Notes* that people need to have a clear understanding of the respective responsibilities, activities and results of the various public institutions, including those at local levels, and encourages the creation of platforms, forums or tools to make such information available;

41. *Emphasizes* the need to monitor the impact of public institutions and policies on poverty eradication and other Sustainable Development Goals through inclusive and evidence-based approaches engaging also the poorest and most vulnerable;

42. *Encourages* Governments to develop an open government system as a model of governance that focuses on citizens and establishes a new relationship between public administration and society;

43. *Reiterates* that disaggregated data are critical for policymaking and review and calls for further efforts to build the capacities of national statistical offices as independent institutions;

Elaborating principles of effective governance

44. *Recognizes* the need for pragmatic ongoing improvements in national and local governance capabilities to achieve the 2030 Agenda for Sustainable Development and other international agreements, and takes note of the work of the Committee on the elaboration of principles of responsible and effective governance which could serve as an important reference point in building effective, accountable and inclusive institutions at all levels and in support of the implementation of all Sustainable Development Goals;

Follow up

45. *Requests* the Committee, at its seventeenth session, to be held from 23 to 27 April 2018, to examine and make recommendations on the theme of the 2018 session of the Council;

46. *Invites* the Committee to contribute to the thematic review of the high-level political forum and to work towards contributing to the overall review of the implementation of the Sustainable Development Goals to be conducted by the high-level political forum in 2019, giving particular attention to the cross-cutting nature of all the Sustainable Development Goals;

47. *Also invites* the Committee to continue to advise on approaches and practices related to the institutions, policies and arrangements being established to promote the implementation of the Sustainable Development Goals, bearing in mind that the specific contexts and situations of countries differ widely as well as to advise on making institutions effective, inclusive and accountable;

48. *Requests* the Secretary-General to take the present resolution fully into account in the work of the Organization, inter alia in addressing gaps in research and analysis and in responding to the capacity development needs of Member States for building effective, accountable and inclusive institutions at all levels in pursuit of the achievement of the Sustainable Development Goals;

49. *Also requests* the Secretary-General to continue to promote and support innovation and excellence in public services for sustainable development through the United Nations Public Service Award;

50. *Further requests* the Secretary-General to report on the implementation of and follow-up to the present resolution through the established working methods of the Committee.

B. Draft decision recommended for adoption by the Economic and Social Council

2. Bearing in mind the themes of the 2018 session of the Economic and Social Council and of the 2018 high-level political forum on sustainable development, the Committee of Experts on Public Administration recommends that the Council review and adopt the following draft decision:

Provisional agenda of the seventeenth session of the Committee of Experts on Public Administration

The Economic and Social Council:

Approves the provisional agenda for the seventeenth session of the Committee as set out below:

1. Election of officers.
2. Adoption of the agenda and other organizational matters.
3. Readying institutions and policies for implementation of the 2030 Agenda for Sustainable Development:
   (a) Promoting policy and institutional coherence in implementing the Sustainable Development Goals to be reviewed in depth by the 2018 high-level political forum and the other Goals;
   (b) Building capacities and effectively mobilizing, allocating and managing budgetary resources for implementation of the 2030 Agenda;
   (c) Building the awareness, competencies and skills of civil servants at the national and local levels.
4. Building effective, accountable and inclusive institutions at all levels:
   (a) Elaborating principles of effective governance for sustainable development building on the work of the Committee at its sixteenth session;
   (b) Engaging accountability mechanisms, civil society and the media in advising on and overseeing implementation of the Goals;
   (c) Nature and challenges of misconduct and corruption in the public sector, and ways forward;
   (d) Ensuring that civil society actors are able to participate in decision-making on implementing the Goals and contribute to progress;
   (e) Promoting innovative ways of delivering services and open government in support of the Goals.
5. Supporting the transformation towards sustainable and resilient societies: enhancing and equipping institutions:
   (a) Changes required in institutions and public administration at all levels to foster the transformation of societies required under the 2030 Agenda in urban and rural communities;
   (b) Ensuring that actions by the private sector are compatible with sustainable development pathways through traditional and innovative forms of regulation and management.

6. Provisional agenda for the eighteenth session of the Committee.

7. Adoption of the report of the Committee on its seventeenth session.

C. Contribution of the Committee to the high-level political forum on sustainable development on challenges for institutions in eradicating poverty and promoting prosperity in a changing world

3. The Committee would like to draw the attention of the Economic and Social Council and the high-level political forum on sustainable development to its contribution to the 2017 high-level political forum on the subject of eradicating poverty and promoting prosperity in a changing world. In its contribution, conveyed to the President of the Council as Chair of the high-level political forum on 9 May 2017, the Committee underlined, inter alia, that Governments have the primary responsibility to achieve the Sustainable Development Goals for the people they serve, and, therefore, for eradicating poverty and promoting prosperity.

4. Because poverty is multidimensional, poverty eradication needs to be pursued by all parts of Government and through integrated policies. The principle of leaving no one behind should guide public institutions and public administrations in delivering on their functions, bearing in mind the principles of effectiveness, inclusiveness and accountability.

5. For policy makers and civil servants at all levels there is a need for an in-depth and holistic understanding of various dimensions, manifestations, factors and dynamics of poverty, including regional and local disparities, and of who is at risk of being left behind.

6. The success of well-functioning social protection systems for poverty eradication is threefold: (a) they ensure equality for poor and vulnerable people; (b) they enhance resilience against impacts of diverse shocks for the most vulnerable and the near-poor (those at risk of sliding back into poverty); and (c) they create opportunities for all people. Poverty eradication strategies should also aim for the long-term objective of breaking the intergenerational transmission of poverty. There is a need for a broad social consensus among all population segments. The effectiveness of poverty eradication strategies may also be hampered by corruption, misconduct and governance weaknesses. To counter the latter there is a need for effective public accountability and review measures and mechanisms.

7. In addition to successful redistribution and welfare programmes and social protection systems there is a complementary need for the public sector to promote job creation, entrepreneurship, productivity growth, decent work, vocational education and skill training as well as to enhance formal sector employment while integrating the informal sector. Where appropriate, the public sector could continue taking the lead in pioneering research, technology and innovation to boost job creation and sustain economic and social growth.

8. The success of poverty eradication efforts needs to be accompanied by the rule of law, public security, an independent judiciary and the proper administration of justice. Legal measures could be in place to combat discrimination in public service delivery such as in education, health care and employment, as well as in access to information and justice. Independent audit institutions, for example, can take up a critical role in reviewing the readiness and effectiveness of poverty eradication programmes.

9. Bottom-up inclusive and participatory approaches involving all relevant stakeholders could be pursued to tackle the multiple dimensions and complexities of

poverty. Local governments, being closest to the people, have a particular role. They need to be equipped with the necessary capacities and financial and human resources, and need to have access to disaggregated data while working in close collaboration and partnership with national Governments. Mobilizing local communities, notably through civil society organizations, and multi-stakeholder partnerships may be needed.

10. Poverty eradication strategies should be integrated with other national strategies related to internationally agreed development agenda, such as the Paris Agreement on climate change. They require the mobilization of a large amount of resources, including from official development assistance, and the building of national capacities to mobilize and allocate such resources.

Chapter II

Organization of the session

A. Opening and duration of the session

11. The Committee of Experts on Public Administration, established by the Economic and Social Council in its resolution 2001/45, consists of 24 experts appointed in their personal capacity by the Council upon the nomination of the Secretary-General. The Committee held its sixteenth session at United Nations Headquarters from 24 to 28 April 2017.

12. The Director of the Division for Public Administration and Development Management, Marion Barthélemy, called the session to order and welcomed the participants. The Vice-President of the Economic and Social Council, Cristián Barros Melet, and the Under-Secretary-General for Economic and Social Affairs, Wu Hongbo, made opening remarks. The Committee considered all items on the agenda of the sixteenth session and concluded by adopting the draft report.

B. Attendance

13. The following 22 Committee members attended the session: Giuseppe Maria Armenia (Italy), Türksel Kaya Bensghir (Turkey), Rowena G. Bethel (Bahamas), José Castelazo (Mexico), Meredith Edwards (Australia), Walter Fust (Switzerland), Angelita Gregorio-Medel (Philippines), Igor Khalevinskiy (Russian Federation), Mushtaq Khan (Bangladesh), Francisco Longo Martínez (Spain), Palouki Massina (Togo), Hezu Ma (China), Alexandre Navarro Garcia (Brazil), Paul Oquist (Nicaragua), Marta Oyhanarte (Argentina), Odette R. Ramsingh (South Africa), Allan Rosenbaum (United States of America), Margaret Saner (United Kingdom of Great Britain and Northern Ireland), Dona Scola (Republic of Moldova), Pontso Suzan Matumelo Sekatle (Lesotho), Najat Zarrouk (Morocco) and Jan Ziekow (Germany).

14. The following entities of the United Nations system were represented at the session: United Nations Human Settlements Programme, United Nations University and International Labour Office.

15. Observers from governmental, non-governmental and related organizations also attended. Observers were invited to provide written statements in advance of the session. A total of 25 statements were received, which served to inform the work of the Committee. The list of observers who attended the sixteenth session can be viewed on the website of the sixteenth session of the Committee at https://publicadministration.un.org/en/cepa/session16.

C. Agenda

16. The agenda of the sixteenth session of the Committee was as follows:

1. Election of officers.
2. Adoption of the agenda and other organizational matters.
3. Ensuring effective implementation of the Sustainable Development Goals through leadership, action and means:

(a) Understanding the needs of local authorities and communities and supporting and equipping them for the implementation of the Sustainable Development Goals;

(b) Institutional leadership and the Sustainable Development Goals;

(c) Institutional arrangements for the Sustainable Development Goals;

(d) Development of principles of effective governance;

(e) Strategies for integrated action to achieve poverty eradication: implications for public institutions.

4. Provisional agenda for the seventeenth session of the Committee.

6. Adoption of the report of the Committee on its sixteenth session.

D. Election of officers

17. The following members served as officers of the Committee during the sixteenth session:

Chair:

José Castelazo (Mexico)

Vice-Chairs:

Walter Fust (Switzerland)

Allan Rosenbaum (United States)

Najat Zarrouk (Morocco)

Rapporteur:

Rowena Bethel (Bahamas)

Chapter III

Ensuring effective implementation of the Sustainable Development Goals through leadership, action and means

A. Institutional leadership and the Sustainable Development Goals

18. Successful implementation of the Goals requires political will and leadership at the highest level of government, which should continuously promote the implementation of the Goals. Leadership should also be encouraged at all levels of government and within public administration. This can help keep the focus on the Goals in the longer run, regardless of electoral cycles. The kind of leadership needed should be evidence-based and pragmatic, willing to listen and engage with others, open to evaluation and focused on achieving results over the long term.

Leadership that engages, listens and is trusted

19. Alongside the ongoing commitment to the implementation of the Goals there is a need for a spirit of collaboration and partnership to pervade political, social, economic and administrative systems. Institutional leaders need to take action that builds commitment and social consensus on objectives related to the Goals as well as on the action and means by which those common objectives can be achieved. They can create the conditions to resolve the major debates that are occurring within many countries, for example those on public services.

20. Participation and engagement are necessary to enable leaders to formulate public policies that encourage collaborative action and for which there is societal commitment and support. Inclusive institutions support the building of communities of engaged citizens and government officials who actively deliberate, reflect, assess and weigh consequences and implications of various options to solve problems and address issues of public concern. Such interaction between institutions and society at all levels will be an important determinant of the success of the Goals.

21. Efforts to build inclusive institutions could be strengthened through the involvement of citizens in the design and delivery of public services and sustained public engagement in the form of, for example, multi-stakeholder platforms or institutions that are empowered with ongoing advisory or decision-making responsibilities in defined areas of interest, such as exist in some countries. Such entities can help to overcome the limitations of ad hoc consultations, which can engender distrust if not clearly taken into account in decision-making.

22. Moreover, institutional leaders should ensure that there is an enabling environment for participation and engagement that goes beyond bringing marginalized groups to the table, and support efforts to provide opportunities for communities to engage with one another on a sufficiently equal footing. It can be instructive to assess the outcome of participation efforts in specific programme areas, including the situation before, during and after particular interventions.

23. Governments should further be encouraged to develop an open government system as a model of governance that focuses on citizens and establishes a new relationship between public administration and society. Participatory budgeting is one tool that has shown promise in enhancing engagement and social consensus. Supreme audit institutions could be requested to include questions of participation and engagement in their reviews of the implementation of the Goals.

24. The Committee underscored that efforts to promote professionalism and ethics are also necessary to rebuild people's trust in government. Lessons can be learned

from countries that have embarked on robust programmes to address corruption that are intended to restore citizens' trust in public institutions, improve the mindset of civil servants and promote career development and professionalization.

Leadership that focuses on results

25. Demonstrating the impact of public policy on progress towards the Goals in the broader context of society is another way to rebuild people's trust in government. To that end, institutional leaders could take steps to further strengthen evidence-based approaches to public policymaking and reduce the risk of institutional capture by select groups in society. The Committee observed that, by contrast, ineffective institutional leadership can result in public unrest, which would require additional efforts to transform protest into constructive engagement and action.

26. The Committee recalled that policy and institutional coherence are integral to the achievement of sustainable development and are based on coordination and collaboration at the international, regional, national and local levels. A challenge arises in that the success of coordination and collaboration depends on an individual's leadership style and competencies, which may need to be developed. In particular, leadership is needed that is evidence-based and pragmatic, based on a willingness to listen and engage with others, open to evaluation and focused on achieving results over the long term.

27. The Committee stressed that while influencing and working across boundaries is essential to achieve the Goals, collaborative and participatory approaches can be uncomfortable for some leaders if their approach to management is based primarily on hierarchy and administrative authority. To address this issue, it can be helpful to promote peer learning and leadership development at senior levels. At the international level the high-level political forum offers such an opportunity for sharing experiences and discussing progress towards achievement of the Goals in various administrative and social contexts, as do other events, such as the recent symposium on small island developing States organized by the Government of the Bahamas and the Department of Economic and Social Affairs.

Mobilizing public administration

28. Capacitating and adapting institutions requires mobilizing public servants. Public servants need to be aware of the 2030 Agenda and its potential implications for national and local policies. Concerted efforts are then needed to raise awareness and increase ownership of the Goals within national, regional and local authorities in order to rally public servants around the Goals and instil a sense of commitment to the vision of the 2030 Agenda.

29. Civil servants should also be encouraged to support the implementation of the 2030 Agenda and embrace new ways of working. It is therefore important to find ways to imbue the new efforts and processes being launched for implementing the Goals with a sense of commitment and to convey that we are truly breaking away from business as usual. At the same time it is important to build leadership within public administrations and encourage champions who will lead efforts towards the Goals.

30. The Committee further recalled the need to build the capacities and skills of civil servants in areas such as integrated and coherent policymaking, planning, implementation, foresight, consultation, evidence-based reviews of progress and the collection and use of statistics and data. Related awareness-raising and training in schools and institutes of public administration could help to draw attention to the institutional challenges of sustainable development early in the career of a public

servant, engender innovative policy proposals, and encourage openness to new ways of working.

B. Institutional arrangements for the Sustainable Development Goals

31. The Committee stressed that the Goals once again bring to the fore the central role of Governments in sustainable development at the national and local levels. At the same time, they require another type of governance that is multilevel and multi-stakeholder and based on the engagement of all actors and partnerships. The principle of leaving no one behind is also very challenging for public institutions and requires undertaking major efforts to address the deep and persisting inequalities, including through redistributive policies.

32. Implementing the 2030 Agenda for Sustainable Development effectively requires both organizing and transforming formal institutions and addressing informal institutions such as culture, norms and values. In order to transform institutions, it is essential to develop and engage public servants. As the international community engages in implementing the Goals, it is important to build upon the experience of the Goals.

33. The Committee reiterated that parliaments have a critical role in implementing the Goals, notably in promoting and reviewing implementation and allocating budgetary resources. They may also need to introduce internal reforms to best support the Goals.

Participatory decision-making

34. There is no universal blueprint for implementing the Goals. Policymaking and policy implementation will have to reflect specific national and local conditions, including the political environment. Ensuring participatory decision-making and consulting people is the way to arrive at the kind of policies that will succeed in implementing the Goals in a given society. It means finding arrangements to discuss policies in a very inclusive, yet specific and sector-focused way.

Integrated policies and institutional frameworks

35. The Committee underscored that policies to implement the Goals will be most effective if they reflect the interlinkages among different Goals and targets such as those explored at the expert meeting on readying institutions and policies for integrated approaches held in Vienna in December 2016.[5] Solutions to advance on one goal need to address a number of other related dimensions or targets, which interact with each other in dynamic ways. Understanding the important interrelations among the Goals is thus critical to accelerating their implementation. There have been many important exercises to map the interrelations among the Goals, but it is now important to formulate simple and straightforward messages and tools, which can be used by decision makers in developing and implementing integrated policies that address those interactions. It is important to develop tools and find arrangements and ways to support the development of integrated approaches among institutions, especially among those dealing with closely interrelated targets under the Goals.

36. The Committee emphasized that existing institutions are critical for implementing the Goals and need to be sensitized and mobilized around the Goals.

[5] The report of the expert meeting on readying institutions and policies for integrated approaches to implementation of the 2030 Agenda is available at https://publicadministration.un.org/en/News-Events/Vienna-Meeting.

Planning ministries, for example, frequently have a major role in the implementation process because the Goals, being long-term objectives, underscore the importance of planning in an integrated manner.

37. The centre of government can also play an important role, not only in collaboration and coordination, but also in the arbitration between various policies based on evaluations and trade-offs. It also serves to articulate and promote national development agenda.

38. Various institutional frameworks, workflows and practices can bolster policy coherence and support effective and integrated responses at all levels. Countries around the world have been putting in place various institutional coordination arrangements, including interministerial and/or multi-stakeholder coordination bodies, which can rally the coordinated efforts of various institutions and various parts of public administration around realizing the Goals.

39. There is not necessarily a need for new coordination institutions. But if they do appear to be needed, experience has shown that Member States may consider establishing: (a) a management committee at the level of the Head of the State or Government that consists of high-ranking officials responsible for the development of cross-sectoral policies; (b) a steering group or coordination committee among the sectoral bodies: and (c) cross-organizational working groups to develop concrete programmes for implementation, which comprise sectoral specialists, (d) budgetary mechanisms to support horizontal coordination, and (e) joint arrangements in closely interrelated areas.

40. There is a potential risk that national institutional arrangements overstrain the existing sectoral ministries and organizations. Horizontal coordination should also be initiated from within sectoral organizations, which in addition need to be encouraged to embrace the Goals and supported in doing so. Mobilizing and equipping local governments is critical for implementing the Goals (see sect. C) as is engaging civil servants.

A whole-of-society approach

41. The breadth and integrated nature of the Goals requires a multi-stakeholder and "whole-of-nation" approach to implementation. A major effort is therefore needed to popularize the Goals. Such an effort needs to go hand in hand with creating institutionalized mechanisms to ensure that various actors and groups in civil society, including the poorest and most vulnerable, participate in decision-making and efforts towards the Goals.

42. It is also important to have a clear understanding of the role of the various actors and the resources available to them and to institutionalize partnerships with individual stakeholders or groups of stakeholders, especially those that include marginalized people.

Financing the Sustainable Development Goals

43. Realizing the Goals will be extremely costly, and a major effort needs to be made to mobilize an adequate level of resources from all sources, as detailed in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. Government at all levels need to have the capacity to mobilize resources. It is of great concern that the levels of official development assistance continue to be well below agreed targets. In addition, aid is being further limited because of the growing expenses related to refugees and migrants. Some major sources of funding exist that need to be better tapped.

The role of information and communications technology and e-government

44. Information and communications technology (ICT) and e-government have the potential not only to accelerate implementation of the Goals but also to support policy coherence and integration across institutions both vertically (local national) and horizontally. Member States could utilize ICT to support coordination within and across governments, bringing all available data together, exploiting big data and supporting institutionalized stakeholder engagement.

45. Countries have been making progress in the development of e-government and have achieved ICT-enabled breakthroughs in the provision of public services, as shown in the 2016 United Nations e-Government Survey. Yet many forms of digital divide remain between developed and developing countries. It is therefore important to support the ICT-enabled initiatives of developing countries and to bridge the persistent digital divide in access to public services.

Accountability and review

46. Regular review and accountability in the implementation of the Goals should be ensured from the outset. This can be done by engaging parliaments and other accountability institutions. Supreme audit institutions have been getting ready to contribute to reviewing the implementation of the Goals and can be usefully engaged by Governments at the national and local levels. The media also have a critical role to play in ensuring accountability and transparency, and it is important to raise their awareness about the Goals.

47. In order to ensure effective accountability, there should be greater clarity on what each institution does, which could be achieved through an open repository on efforts made by the various institutions. It was suggested that holding assemblies be considered with a view to publicly divide responsibilities among actors.

48. As underlined in the 2030 Agenda, reviews should be inclusive; this will requires encouraging participatory review mechanisms. In addition, open government policies are important and cover many dimensions. The full benefit of such policies has not yet been reaped.

49. Reviews of progress in implementing the Goals should also be based on solid evidence and statistics. Systems to ensure access to high quality, timely, reliable and disaggregated data and statistics are critical to implementing the Goals. A major effort is needed to build national and local statistical capacities and effective systems so as to support effective policies and reviews of progress towards the Goals.

C. Supporting and equipping local authorities

50. The Committee recalled that making progress towards the Goals will depend critically on the interventions of subnational governments and, in particular, local governments, given their proximity to people and their role in public service delivery and infrastructure. Local governments thus need to be sensitized about the Goals so that they truly have a sense of ownership.

The critical role of local governments for the Goals

51. The inclusive and effective implementation of the Goals will require capable and capacitated local and sub-national governments that are inclusive, effective and accountable, as recognized in the New Urban Agenda adopted by the United Nations Conference on Housing and Sustainable Urban Development (Habitat III).

52. Relations between subnational and national governments need to be transformed to effectively respond to the adoption of the 2030 Agenda. There is sometimes a misperception that central Governments make policies which local governments then have to implement. There is need for an evolution towards a model of multilevel governance, with local and national governments working together in a spirit of partnership to achieve the Goals.

53. Operationalizing the principle of leaving no one behind also requires empowering local governments, as they have the best knowledge of the conditions that prevail within their respective jurisdictions. Doing so will make it possible to design and deliver public services that effectively reach the poorest and most vulnerable people, including migrants.

A new approach to governance at the national and subnational levels

54. There is a need to move towards a multilevel and a multi-stakeholder approach to implementing the Goals at the national and local levels. Central Government can create an environment to allow local governments to deliver on their responsibilities for the Goals, including by filling gaps and resolving conflicts, and for other actors to play their role.

Adapting local strategies

55. It is necessary to "localize" the Goals and map and prioritize them against local realities and strategies. Some road maps have been developed that enable local governments to understand the various steps and actors involved in implementing the Goals.

56. Tools to assist public administrations, including local governments, in implementing the Goals and the New Urban Agenda are also important. Urbanization and cities have transformative power and can effectively contribute to the implementation of the Goals, provided that efforts are based on sound urban development, adequate national urban policies coordinated with subnational policies and integrated sectoral plans, such as for water, energy and transportation. Legal and institutional agendas at the national, subnational and local levels should be harmonized with the principles contained in the Goals and the New Urban Agenda.

Policy coordination and integration across levels of government

57. Implementing the Goals requires strengthening coherence between global agendas and national and subnational strategies. The integration of policies made at the subnational level with those made by central Governments can help strengthen policy coherence and coordination and promote a culture of accountability and responsibility in government. The Goals are all interrelated, and this should be reflected in local strategies supporting the realization of national sustainable development agendas.

Decentralization, resources and capacities

58. Decentralization is important in many countries as it can help combat poverty and promote sustainable development. It can be useful to transfer implementation roles and public functions related to specific Goals from the central Government to local governments and other local agencies or institutions. Both central and local governments have a responsibility for realizing the Goals, regardless of the model or extent of decentralization that exists in each country, and it is critical that they work together in a spirit of partnership. The responsibilities of the various levels of government should be based on the principle of subsidiarity, as stated in the New Urban Agenda.

59. The implementation of specific Goals at the local level will be effective only if there is an adequate level of financial resources. Resources transferred from the central Government are often critical in supporting infrastructure development, as well as social welfare and other programmes. Some countries transfer a share of the fiscal resources they collect to local governments, for example through a value-added tax.

60. The Committee stressed that improving fiscal decentralization and local financial governance are critical. In order to create the local economic development infrastructure and capacity that is a necessary precondition of successfully achieving the Goals, it is imperative that national Governments work with subnational governments to significantly enhance both the revenue-raising and expenditure capacity of such governments. Local taxation that is broadly supported by local actors is a key component.

61. Significant efforts must be undertaken in many countries to enhance the economic and cultural capacity of intermediate cities. The capacity of such cities to encourage locally-based economic development is critical for national economic development and in terms of lessening the negative consequences of excessive migration from rural agricultural areas to national capital cities.

62. Greater international cooperation and public-private partnerships are pivotal in supporting the implementation of the Goals at the subnational and local levels. Innovative arrangements such as twinning and collaboration among mayors, and networks and associations of local and regional governments, could be supported so that they can play their role in sustainable development.

Participation and accountability

63. People should be engaged in decisions on the use of resources. Such an approach could be promoted through legal and institutional frameworks as well as learning from experience. However, there is a growing tension between the economic agenda, to increase the efficiency of local government, and the democratic agenda, to increase participation.

64. Supporting transparency and accountability requires the cooperation and inclusion of local governments and institutional actors. There is a need to build the skills and capacities of civil servants at the local level so that they are equipped to consult and engage.

65. Investment in ICT-enabled provision of public services at the local level should also be encouraged as a means of, inter alia, promoting transparency of local authorities, facilitating monitoring and evaluation mechanisms and improving the quality of public services towards the implementation of the Goals.

D. Implications for public institutions of strategies for integrated action to achieve poverty eradication and promote prosperity

66. Poverty takes many forms and has multiple dimensions. Poverty is also associated with conditions leading to discrimination, lack of participation in society and exclusion from decision-making.

67. Effective, inclusive and effective government and public institutions are necessary for the successful implementation of policies to achieve poverty eradication in all its forms, including policies to address extreme poverty. A number of governance issues need to be addressed to ensure adequate resource allocation in the context of poverty eradication. An independent judiciary and proper

administration of justice are thus critically important for upholding the rights of the poorest and most vulnerable. Avoiding capture by powerful groups and fighting corruption are also important.

68. Success in eradicating poverty requires commitment on the part of the highest level of government leadership to driving the implementation of poverty eradication strategies. Setting clear targets, milestones and deadlines is key. A whole-of-government approach, involving a multiplicity of actors working across sectors and boundaries, is needed for effective poverty eradication strategies. Whole-of-government approaches can be both formal and informal, but having a cooperation mechanism chaired at a high level is important. Some countries have created special social inclusion units that have been successful.

Conducting integrated and multidimensional policies

69. Some countries have made major progress in eradicating poverty through interventions in multiple areas, and lessons can be learned from them. It is important to develop a national poverty eradication strategy that involves actions in multiple areas and a multiplicity of actors.

70. Building social protection floors should be complemented by public policies that promote employment and decent work; develop education and skills; improve housing conditions and invest in infrastructure to improve living standards, such as access to electricity, water and sanitation; bolster health services; and improve access to justice, among others. Such policies should be part of national strategies that support transparent and accountable implementation, coherence and collaboration among implementing agencies at all levels of government.

71. Some integrated policies can be universal in nature, such as access to electricity — which has multiple positive impacts — while others may be more targeted, such as temporary special measures to address inequalities and discrimination. Integrated strategies and policies for poverty eradication can be implemented at different levels of administration — local, regional and national. Policies focused on the long term can have multiplier effects for poverty eradication.

Social protection

72. Well-functioning social protection systems and labour policies not only improve equity, but also enhance resilience against shocks for those at risk of falling into poverty and create opportunities for all people. The Goals call specifically for nationally appropriate social protection systems and measures for all.

73. Policies in support of social protection floors, such as conditional cash transfers, have had many successes. However, such schemes should not be hampered by corruption and governance weaknesses nor create dependencies, which may make them unsustainable during economic crises and in the long term.

Job creation, employment and wealth creation

74. Fostering job creation, promoting entrepreneurship — together with promoting growth and productivity and building productive capacity — and enhancing formal sector employment are critical. Public administrators should review the regulatory frameworks of labour laws and other measures to eradicate "hidden poverty", including within the formal and informal sectors. There is a need to build capacities to develop and implement programmes related to entrepreneurship and skill training, in particular at the local level.

Addressing subnational disparities

75. Diversified economic activity should be promoted in disadvantaged areas by, inter alia, addressing the socioeconomic challenges that impede development in the various subregions. Ideally, poverty in rural and urban areas should be addressed in an integrated fashion.

76. Local governments have a critical role in eradicating poverty and ensuring that no one is left behind. Single entry points or "one-stop-shops", including mobile ones, can be key channels to deliver public services.

Engagement, participation and accountability

77. In order to be effective, poverty eradication strategies and pro-poor public policies must enjoy broad social consensus and support, including from the middle class. They require bottom-up and participatory orientation and approaches. The vulnerable groups themselves should be engaged.

78. It is critical to monitor policy implementation and the impact of public institutions in reaching the poorest and most vulnerable. Accountability and evaluation mechanisms need to be inclusive and can engage independent audit institutions.

Need for capacity development

79. It is critical to raise the awareness and build the skills of civil servants at all levels on the Goals and poverty eradication and on how to engage the poorest and most vulnerable. Each country has to identify who are the poorest of the poor and those at risk of being left behind and understand the processes that lead to vulnerability and exclusion. The data revolution requires statistical capacity-building, institutional coordination, technological assistance, mobilization of resources and international cooperation. There is a call for enhanced South-South cooperation and international development mechanisms to support poverty eradication efforts.

E. Elaborating principles of effective governance for sustainable development

Why principles of effective governance?

80. A set of principles of effective governance could provide helpful support to countries in making progress towards sustainable development. While the 2030 Agenda and other major international agreements and commitments refer to a number of widely recognized aspects of good governance, they tend to be aspirational in nature, with limited specific guidance on institutional reforms aimed at promoting effective governance for the implementation of the Goals.

81. The Committee agreed that principles of effective governance that are more operational might try to address the tension between such aspirational goals and a need for practical improvements in governance to achieve particular development outcomes. Voluntary by design, they might usefully spur countries to think about feasible reforms that take into account each country's starting point and prioritize key problems according to each country's capacities and context.

82. The principles could also serve as a reference point for people to engage with their own governments. They could provide guidance for public servants at both the national and subnational levels in implementing the Goals, or serve as the basis for such guidance.

83. Depending on how such principles are formulated, interested countries might use them as a gauge of the effectiveness, accountability and inclusiveness of public institutions. The principles might, moreover, inform a global research agenda for public administration and development.

84. The Committee agreed that the advantages of developing principles of governance and public administration at the United Nations, compared with other existing standards, could be their universality, their practicality and their explicit link to the 2030 Agenda. In addition, a synthesis of guiding principles in all relevant areas of governance could be quite valuable to countries in their implementation efforts.

How the principles can be elaborated

85. The Committee reiterated that the principles should be few in number, expressed in non-technical language and relatively easy for non-specialists to recall. Members agreed that the principles and any related practices should be concrete and substantive, while also being sufficiently general and non-prescriptive with a view to eliciting broad support.

86. In arriving at a set of principles, aspirations should be clearly distinguished from specific policy reform objectives. For example, the rule of law is the result of multiple complex processes and competing interests. The proper administration of justice or promotion of ethics may be more specific, but they too are so broad as to offer little in the way of concrete guidance.

87. The Committee recalled that a helpful approach may be to identify widely agreed concepts of effective governance for sustainable development, articulate them as brief statements of some depth and indicate a variety of good practices by which such principles may be realized. The principles of effectiveness, accountability and inclusiveness, which are integral to the 2030 Agenda, could serve as the basic elements. There would then be a need to further elaborate those elements in greater detail and link them to a number of specific practices in a non-prescriptive manner. Such examples of good governance practices could be expanded to develop operational guidelines and related to case studies at the national and subnational levels.

88. The Committee commented on the initial work done on setting out indicative elements of a set of internationally agreed principles of effective governance,[6] which was based on a scan of United Nations agreements. This was welcome and could continue with reference to related initiatives undertaken by other international and regional organizations, such as the African Union, the European Union, the Council of Europe, the Organization for Economic Cooperation and Development (OECD), the Ibero-American Conference of Ministers of Public Administration and State Reform, the Food and Agriculture Organization of the United Nations, the International Labour Organization and others.

89. Some countries have found it useful to have benchmarks and to share examples of how applicable principles have been implemented by countries with similar conditions and objectives, as has been done in the context of OECD.

90. To take the work forward and continue the discussion on indicative elements of principles of effective governance, the Secretariat could consider organizing a round table among stakeholders in advance of the next session. In parallel, countries could be invited to provide examples of reforms and practices linked to a set of indicative principles, and that could also be beneficial for peer-learning purposes.

[6] E/C.16/2017/6, annex.

What the principles could comprise

91. The Committee noted that the three agreed overarching principles outlined in the 2030 Agenda for institutions at all levels could serve as the basis of a draft framework: the principles of effectiveness, accountability and inclusion. Within those three areas, a number of concepts and related practices were identified for further elaboration, namely: (a) competence, sound public policy and cooperation under the rubric of effectiveness; (b) integrity, transparency and independent oversight under accountability; and (c) non-discrimination, participation, subsidiarity and intergenerational equity under inclusion.

92. An understanding of both sectors and the country context is essential to inform specific guidance on possible reforms, and these two additional dimensions should be taken into account. For example, preventing and combating corruption in a challenging governance environment could focus on a basic service such as health care and look into the distribution of resources among various actors in order to identify ways to change the system of incentives that influence behaviours and, by extension, health outcomes.

93. The Committee emphasized that principles of effective governance for sustainable development could engage both central and local governments, as seen, for example, in the work of the Council of Europe on European principles of good governance at the local level, which could also be relevant to other levels of administration.

94. Regarding the selection of public servants, the principles could refer to notions of social responsibility, motivation and incentives in the public sector, as well as merit-based selection processes.

The principles as a practical resource of an evolving nature

95. Learning and a willingness to make adjustments is critical for the effective implementation of governance reforms, as are awareness-raising efforts within the public sector and among the general population. Ongoing efforts to review progress on Goals 16 and 17, which relate directly to issues of governance for sustainable development, could be especially relevant and linked to the initiative for learning purposes.

Chapter IV

Future work of the Committee

96. The Committee of Experts on Public Administration would continue to align its work programme with the needs and priorities established by the Economic and Social Council, with a view to contributing effectively to the deliberations of the Council and assisting it in the performance of its functions.

97. At its seventeenth session, the Committee would work on the theme that the Council adopted for its 2018 session, and prepare policy recommendations on the governance and institutional aspects of that issue. The Committee opted to base its contribution on: readying institutions and policies for implementation of the 2030 Agenda; building effective, accountable and inclusive institutions at all levels; and enhancing and equipping institutions to support the transformation towards sustainable and resilient societies. It agreed that in-depth consideration was needed of particular aspects of such broad institutional challenges, and reflected a number of priority issues in its draft provisional agenda for the seventeenth session.

98. The Committee recalled that 2017 was the last year of a four-year term for the current membership. It would thus be for the new membership to take up the various issues on the provisional agenda, once decided by the Economic and Social Council. Given the scope and complexity of the issues raised, in future the Committee may opt to study some items in greater depth than others or over more than one year.

Annex

List of documents

Agenda item	*Title or description*
2	Provisional annotated agenda (E/C.16/2017/1)
3	Note by the Secretariat transmitting the expert paper on successfully achieving the Sustainable Development Goals: what is to be done? (E/C.16/2017/2)
3 (a)	Note by the Secretariat transmitting the expert paper on understanding the needs of local authorities and communities and supporting and equipping them for the implementation of the Sustainable Development Goals (E/C.16/2017/3)
3 (a)	Conference room paper on transforming local authorities and communities into informed actors to achieve the Sustainable Development Goals
3 (b)	Note by the Secretariat transmitting the expert paper on institutional leadership and the Sustainable Development Goals (E/C.16/2017/4)
3 (c)	Note by the Secretariat transmitting the expert paper on institutional arrangements for the Sustainable Development Goals (E/C.16/2017/5)
3 (c)	Report of the expert meeting on readying institutions and policies for integrated approaches to implementation of the 2030 Agenda, Vienna 14 to 16 December 2016
3 (c)	Informal communiqué of the symposium on implementing the 2030 Agenda for Sustainable Development and the SIDS Accelerated Modalities of Action (SAMOA) Pathway in small island developing States: equipping public institutions and mobilizing partnerships, Nassau, 21 to 23 February 2017
3 (c)	Conference room paper on institutionalism re-invented in sustainable development: developing institutions for implementation of the 2030 Agenda and achievement of the Sustainable Development Goals
3 (c)	Conference room paper on institutionalism re-invented in sustainable development: developing institutions for implementation of the 2030 Agenda and achievement of the Sustainable Development Goals: addendum on institutional arrangements for implementation of the 2030 Agenda at the national level
3 (d)	Note by the Secretariat on development of a set of internationally-recognized principles of responsible and effective governance (E/C.16/2017/6)
3 (e)	Note by the Secretariat transmitting the expert paper on poverty eradication through regional development: the case of Brazil (E/C.16/2017/7)
3 (e)	Conference room paper on strategies for integrated action to achieve poverty eradication

Agenda item	*Title or description*
3 (c)	**Background note on the challenges for institutions in eradicating poverty and promoting prosperity in a changing world: draft contribution by the Committee of Experts on Public Administration to the 2017 thematic review of the high-level political forum on sustainable development**

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